



Board Meeting 19 October 2022

This meeting was held in the Trinity Board Room

Present: Provost (Dr L Doyle), Vice-Provost/Chief Academic Officer (Professor O Sheils), Registrar (Professor N Cox), Senior Lecturer/Dean of Undergraduate Studies (Professor D Shepherd), Bursar/Director of Strategic Innovation (Professor E Denny), Professor K Ahmad, Professor S Alyn Stacey, Professor I Arnedillo Sánchez, Professor L Brennan, Professor S Browne, Professor N Campbell, Ms Z Cummins, Ms G Fullam, Mr D Grouse, Professor D Jones, Professor R Kenny, Professor C Leahy, Ms R Mathews-McKay, Professor A Nolan, Professor F Sheerin, Ms C Staunton, Professor J Walsh.

Apologies: Mr K Byrne, Mr P Farrell, Professor L Roe, Prof R McManus.

In attendance: Assistant Secretary to the College (Ms V Butler).

(ex officio) Secretary to the College (Mr J Coman), Treasurer/Chief Financial Officer (Mr P Reynolds).

(by invitation) Chief Operating Officer (Ms O Cunningham), Vice-President for Global Engagement (Professor E Stokes).

SECTION A

BD/22-23/028 Statements of Interest

The Secretary to the College advised that a Board member had raised a query regarding a potential conflict of interest in respect of Agenda item A.13 Interim Changes to the existing Senior Academic Promotions Policy. Having discussed the matter with the Board member, the Secretary to the College proposed, and it was agreed, that there was no conflict of interest on this occasion.

BD/22-23/029 Minutes of the Meetings of 14 September 2022

The Board approved the draft minutes of 14 September 2022 subject to 2 amendments in respect of minute BD/22-23/005 and minute BD/22-23/006.

The Board approved the draft minutes of the special meeting of 22 September 2022.

BD/22-23/030 Matters Arising

The following items were raised under matters arising:

(i) BD/22-23/009 Submission of Supplemental Charter of Trinity College Dublin for recognition by Government Order

The Secretary to the College advised the Board that the revised Supplemental Charter had been approved by Board using the written procedure on 7 October 2022 and had then been submitted for recognition by Government Order to the Minister for Further and Higher Education, Research, Innovation and Science on Friday, 7 October 2022. He noted that the HEA Bill 2022 had been signed into law on 12 October 2022 and that the Supplemental Charter was currently under consideration by the Office of the Attorney General. The Secretary to the College concluded by advising the Board that there would be a 12-month period for the University to align with the new legislation and to

appoint a new Board and that liaison with the other universities is on-going in relation to possible common approaches. A consultation with the College community on the revised Board composition would now be conducted.

(ii) BD/22-23/009 Proposed Changes to the 2010 Consolidated Statutes

The Registrar advised the Board that following approval at the last Board meeting the Public Orator had prepared proposed changes to the Latin wording in the Statutes for Commencement ceremonies, see item 25 on the agenda.

In addition, he advised the Board that work has been completed to translate the Latin in Schedule 2, Procedures at Public Commencements, Chapter on the Senate, into English and that it is proposed that this wording be incorporated into the Schedule in the future.

Following a query from a Board member, it was acknowledged that further consideration could be given to the inclusion of further Irish language text in the Statutes where appropriate.

(iii) BD/21-22/027 Urgent Item of Business

The Secretary to the College advised the Board that the Terms of Reference for the independent review of the Graduate Students' Union was on the agenda at item 27.

BD/22-23/031 Board Work Programme

The Secretary to the College introduced this item with reference to his memorandum dated 12 October 2022, which had been circulated in advance, noting that the annual work programme is intended as a high-level guide to inform and steer the work of the Board for the upcoming academic year. He advised the Board that it includes matters across the key areas of Board activity (Strategy, Risk, Finance and Governance) and, also includes provision for transition-planning in light of the recently-enacted legislation on governance of the sector.

In response to comments and queries from a Board member, the Secretary to the College clarified that the work of changing and reforming our governance structures was a matter for the Board and it was noted that there would be much discussion on this in the coming months. It was also noted that the Student Life Committee, a sub-committee of Council, regularly considers matters in respect of student well-being.

The Provost, responding to comments and queries from Board members, advised that a review of the governance structures in the University will be conducted in the current academic year with a view to further empowering Principal Committees and reviewing their role and membership so that the work of the Board can focus on strategic matters.

Ms Cummins and Ms Fullam joined the meeting at this point.

In response to comments from a Board member, the importance of the Board having oversight of strategies and risks was acknowledged and further consideration is to be given as to how best to further achieve this.

The Vice-President for Global Engagement, responding to comments from a Board member, advised that there was strong governance in place surrounding the Global Relations Strategy and that this is actively monitored by the Global Engagement Committee.

Following queries from a Board member, it was noted that the Registrar and Secretary to the College will be engaging in consultation in respect of changes to the procedures by which Board members are appointed and possible changes to the governance structures. The Secretary to the College noted that a possible Away Day for the Board could be arranged to facilitate the Board in having a dedicated opportunity to carefully consider this matter.

Action/Decision

031.01 The Board noted and approved the memorandum from the Secretary to the College dated 12 October 2022 and the accompanying Annual Board Work Programme.

BD/22-23/032**Quarterly Financial Review and Forecasts**

The Treasurer/Chief Financial Officer introduced the item with reference to his presentation dated 11 October 2022, which had been circulated in advance. He provided the Board with a summary of the key highlights of the University's financial performance up to the third quarter of the financial year 2021/2022.

Professor Walsh joined the meeting at this point.

The Treasurer/Chief Financial Officer advised the Board that the University's budget will be brought to the December meeting of the Board.

He concluded by noting the while there had been a good recovery from the Global Pandemic in respect of student enrolment and commercial activity, there was a significant risk to the University's financial position due to inflation, energy costs and staff costs and noted the importance of monitoring the situation carefully.

The Provost thanked the Treasurer/Chief Financial Officer and opened the item for discussion and questions.

The Treasurer/Chief Financial Officer, in response to comments from a Board member, noted the importance of careful strategic planning in light of the current inflationary environment and the Vice-Provost/Chief Academic Officer advised that careful consideration is being given to student and staff recruitment.

Responding to queries from a Board member the Treasurer/Chief Financial Officer then provided some clarifications in respect of some of the financial information contained in the presentation.

The Provost, responding to queries from a Board member in respect of rising energy bills, clarified the increase in costs observed in the current year and the Treasurer/Chief Academic Officer advised that it is likely that a further increase on that will be observed next year.

In response to comments from a Board member, the Provost noting that this item formed part of regular financial updates to the Board, advised that there are existing commitments and strategies that must be concluded and as such there needs to be a balance between completing existing commitments and embarking on new initiatives.

The Vice-President for Global Engagement, also responding to the comments from the Board member, advised that work was ongoing to meet the commitments in respect of the existing Board approved global strategy and the contribution of international students and staff to the teaching, research and activities of the University as a whole was acknowledged.

The Vice-Provost/Chief Academic Officer, responding to queries from a Board member, advised the Board that consideration is being given to all flexible forms of learning and opportunities to achieve efficiencies in the way courses are being delivered.

The Provost, noting her agreement with comments from a Board member in respect of the potential to enhance reporting mechanisms and metrics, advised that this is something that is currently being considered with a view to having further integrated reporting.

Responding to comments from a Board member in relation to focusing behaviours on minimising

energy consumption, the Chief Operating Officer advised that many initiatives in this regard are underway and that she is liaising regularly with the Vice-Provost for Biodiversity and Climate Action to explore all opportunities. The importance of encouraging behavioural change was acknowledged.

Responding to a query from a Board member in respect of the potential for rising energy costs impacting on student utility bills, the Chief Operating Officer clarified that utility bills in campus accommodation have been set for this term.

The Provost brought the item to a close and extended her thanks to the Treasurer/Chief Financial Officer and his team for their work on preparing this update for the Board.

Action/Decision

032.01 The Board noted and discussed the update from the Treasurer/Chief Financial Officer.

BD/22-23/033

Strategic Capital Projects Dashboard

The Bursar/Director of Strategic Innovation provided the Board with a verbal update in respect of the on-going strategic capital projects noting those that were progressing well and identifying any which were experiencing issues or delays.

She advised the Board that as of 1 November 2022 the Printing House Square building will be open for occupation with rooms being offered to students on the Accommodation Office's waiting list. It was noted that an official event to mark the opening of the building is being planned for a future date.

In response to a query from a Board member, the Chief Operating Officer confirmed that the Printing House Square building had been inspected and approved in accordance with current building regulations.

Responding to further comments, the Provost advised, that as with all large projects, a review and lessons learned exercise will be conducted to inform future projects of a similar nature.

Following comments from Board members, restrictions due to the public procurement process were acknowledged and the Provost advised that she is liaising with the other universities and Government in respect of this matter with a view to identifying more cost-efficient ways of delivering building contracts. The Chief Operating Officer also advised that the Irish Universities Association's group of Chief Operating Officers is also trying to address the matter.

Action/Decision

033.01 The Board received the verbal update from the Bursar/Director of Strategic Innovation.

BD/22-23/034

Proposed Changes to the 2010 Consolidated Statutes

The Registrar introduced the item with reference to his memorandum dated 14 October 2022 which had been circulated in advance. He provided the Board with the context of the proposed changes noting that an alternative wording had been received that morning and welcomed the views of the Board in respect of which wording was the preferred option.

The Registrar read aloud the alternate wording and following comments from Board members it was agreed that this item be deferred until the next meeting and that in the meantime some further consultation in respect of the proposed amendments will be held. Board members were invited to contact the Registrar with their views.

Following comments from Board members the importance of clarifying the future of graduate student representation in a timely fashion was acknowledged and the work of the Students' Union

in this regard was commended.

Action/Decision

034.01 This item was deferred to the next meeting of the Board.

BD/22-23/035 Nominations for Honorary Degrees

The Registrar introduced the item with reference to his memorandum dated 19 October 2022, which was tabled, noting the very confidential nature of this item. He summarised the nominations and opened the item for discussion.

Following comments from Board members, it was noted that a review of the nomination and approval process for Honorary Degrees would be beneficial and timely. It was also noted that clearer guidelines in respect of the nomination process should be developed.

Action/Decision

035.01 The Board considered and approved the memorandum from the Registrar dated 19 October 2022 and approved three of the nominations presented.

035.02 It was noted that a review of the process is to be conducted and clearer guidelines developed.

Professor Ahmad left the meeting at this point.

BD/22-23/036 Annual Officer

The Board approved the nomination of Professor Padraic Fallon to the position of Associate Dean of Research as contained in the memorandum from the Provost, dated 19 October 2022, which had been tabled.

BD/22-23/037 University Council

The Board noted and approved the draft Acta of the Council meeting of 5 October 2022.

BD/22-23/ 038 Provost Report

The Provost provided a report under the following headings:

- **College engagement**

The Provost advised the Board that she is actively pursuing a series of meetings with all different cohorts of staff across the University and that she is encouraging the College Officers to do likewise so that all areas of College are informed on relevant matters. She also noted her recent Town Hall meeting where she updated the College Community on her work to date and the focus for the coming year.

The Provost, with reference to some recent events she had attended commended the variety and standard of so much of the activities being conducted across the College.

- **Promotions, working patterns of employment,**

The Provost, with reference to the item on the agenda in respect of interim changes to the existing Senior Academic Promotions Policy, noted that a review of reward and recognition practices and employment patterns across the University is to be conducted.

She advised the Board that a programme of open engagement about what could be improved in respect of the academic promotions process is to be undertaken and that the Vice-Provost/Chief Academic Officer will be liaising with the Schools directly in this regard.

In addition, the Provost advised that careful consideration is to be given to reward and promotional opportunities for the professional members of staff and that there will be significant engagement with this Director of Human Resources in this regard.

The Provost concluded by noting that the Registrar is chairing a Working Group which is reviewing

Incorporating any amendments approved at subsequent Board meetings

patterns of employment and analysing the data that is available to establish some actions that may be taken.

The importance of all areas carefully considering the employment methods used in that area was acknowledged.

- **Legacy issues**

The Provost with reference to the item on the agenda in respect of Trinity Legacies' Review Working Group advised the Board that it is proposed to establish a Working Group to document the historical evidence on specific legacy issues, to seek evidence-based submissions from the College and wider community on each identified issue, and, based on the evidence collated, provide options for consideration to the relevant decision-making authority (College Board, Faculty Executive or School Executive) as is appropriate.

Several Board members welcomed the establishment of the Working Group. Responding to a query from a Board member, the Provost clarified that outcomes and recommendations from the Working Group will vary based on the evidence available and will be item specific.

Responding to comments from Board members in respect of recruitment, promotions, working patterns and budgets the Provost noted the importance of each area in the College reflecting on current practices to see how improvements could be made.

The Registrar left the meeting at this point.

Action/Decision

038.01 The Board received the report from the Provost.

BD/22-23/039 Any Other Urgent Business

There were no other items of urgent business.

SECTION A2

BD/22-23/040 Policy, Practice and Regulations on Intellectual Property

The Board considered and approved the memorandum from the Director of Trinity Research and Innovation, Senior Patents and Licensing Manager, and Licensing Manager dated 11 October 2022.

Professor Arnedillo Sánchez left the meeting at this point.

BD/22-23/041 Interim Changes to the existing Senior Academic Promotions Policy

The Board considered and approved the memorandum from the Director of Human Resources dated 13 October 2022.

In response to comments from a Board member, the importance of ensuring gender balance on the relevant committees was acknowledged.

SECTION B

BD/22-23/042 Board Business

(i) Callover

The Board noted the callover updated to 14 September 2022.

(ii) Outcomes

The Board noted the Board outcomes from the meeting of 14 September 2022.

BD/22-23/043 Audit Committee

The Board noted and approved the draft minutes of the meeting of 21 June 2022. In response to a query from a Board member the Treasurer/Chief Financial Officer clarified that it would be normal practice for private sessions of committees to be held from time to time.

BD/22-23/044 Coiste na Gaeilge

The Board noted and approved the draft minutes of the meeting of 14 June 2022.

BD/22-23/045 Finance Committee

The Board noted and approved the minutes of the meeting of 2 June 2022 and the draft minutes of the meeting of 30 September 2022.

BD/22-23/046 Quality Committee

The Board noted and approved the draft minutes of the meeting of 26 September 2022.

SECTION C**BD/22-23/047 Board Business Approved by Written Procedure**

The Board noted that the enclosed memorandum from the Registrar and the Secretary to the College, dated 6 October 2022, was approved by Board on 7 October 2022.

BD/22-23/048 Calendar Changes to Reflect Organisational Structure

The Board noted and approved the memorandum from the Secretary to the College dated 11 October 2022.

BD/22-23/049 Board Elections 2022

The Board noted the memorandum from the Secretary to the College dated 12 October 2022.

BD/22-23/050 Higher Degrees

The Board noted Higher Degrees, approved by Council on 5 October 2022.

BD/22-23/051 Trinity Legacies' Review Working Group – Terms of Reference

The Board noted the memorandum from the Senior Dean dated 12 October 2022.

BD/22-23/052 Prizes and Other Awards**(i) Lucy Gwynn Prize**

The Board noted and approved the memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 26 September 2022.

(ii) Gold Medal Nominations

The Board noted and approved the memorandum from the Senior Lecturer/Dean of Undergraduate Studies dated 11 October 2022.

BD/22-23/053 Changes to the 2010 Consolidated Statutes – Commencement Ceremonies

The Board noted and approved the memorandum from the Registrar dated 17 October 2022.

BD/22-23/054 Report from the Student Conduct and Capacity Committee

The Board noted the memorandum from the Registrar dated 9 September 2022.

BD/22-23/055 Independent Review of Graduate Students' Union – Terms of Reference

The Board noted the memorandum from the Secretary to the College dated 12 October 2022.

BD/22-23/056 Related Entity Financial Reporting

The Board noted the memorandum from the Treasurer/Chief Financial Officer dated 10 October 2022.

BD/22-23/057 Appointment of Additional Assistant Junior Deans 2022-23

The Board noted and approved the memorandum from the Junior Dean dated 17 October 2022.

SECTION D

In compliance with the Data Protection Acts this information is restricted.

Signed:

Date: